

CHAPTER 2. ADMINISTRATION PRINCIPLES

A. LEADERSHIP

1. The Flotilla

- a. The Flotilla is an organization that is the heart and soul of the Auxiliary. (It is an organization of fifteen or more people engaged in a joint venture with an agreed upon objective.) The Flotilla's purpose is to coordinate the efforts of the individual members in order to attain the flotilla objectives. Without internal order and an understanding of the principles of the organization, the success of the Flotilla is doubtful.
- b. The Flotilla is a group of volunteers with varied backgrounds. The Flotilla Commander is elected by the members to provide direction and coordination to their efforts. This election, in turn, conveys a message of responsibility and authority to the FC and the VFC to carry out decisions made by the membership and give directions in order to attain flotilla goals.
- c. Effective leadership requires that the FC and VFC consult with, listen to and make use of the advice of the staff and members. When a decision is made it then becomes the duty of each individual to abide by the decision and give it complete support. The FC is entitled to this support, as the FC is ultimately responsible for the decision.
- d. The FC must use human relations skills to work effectively with the members to maintain a spirit of cooperation. The goal is a flotilla atmosphere of approval and security. In this atmosphere members are free to express themselves without fear of censure or ridicule. This in turn encourages them to participate in the activities of the flotilla. The FC must be sensitive to the needs and motivations of the members in order to judge their reactions to various courses of action. In other words -- keep an eye on their morale.

2. Authority

- a. With all of the tasks in the Flotilla, it is impossible for the FC to personally take care of everything. The FC must delegate tasks, such as Public Affairs, to a staff member. However, the FC must also delegate the authority to act, i.e., publish press releases, contact TV stations, etc. to the FSO-PA. Whenever the FC delegates a task to someone, the authority to act must also be delegated. The FC must also be sure that the limits of the delegated authority are specific and understood. Although specific assignments are delegated, the FC is ultimately responsible for the task.

- b. Lines of authority should be definite and direct. More people are unhappy due to conflicting authority or lack of authority than any other reason. The FC delegating authority must be prepared to support the decisions of the individuals that receive the authority. It is normal courtesy to keep the FC informed about the decisions made and who was involved in coordination of the decision.
- c. Do not operate in a vacuum. The Flotilla is a very diverse and complex organization. This makes the need for coordination within the Flotilla and with the Division a must. Almost every action within the Flotilla affects other areas. Check with your officers. Who knows they might even have some ideas to improve and assist in accomplishment of your task. In many flotillas the Public Affairs Officer is the last to know what is going on. Bring the PAs in early. They need lead time to get articles published and radio/TV contacts made. Most news media does not like old news and any news that is after the fact is generally considered old.

3. Planning

- a. One of the most successful methods of planning involves starting at the end result desired and then working backwards to the beginning of the project. Some questions to ask:
 - 1) What is the final result desired?
 - 2) What steps are required to achieve the end result?
 - 3) What is needed for each step?
 - 4) How much time is needed to accomplish each step?
 - 5) Who will be responsible for the step?
 - 6) What level of responsibility is required?
- b. Follow-up on the plan by checking in person, by telephone, and by letters and reports. Do not take anything for granted, or assume something will be done. Mistakes discovered early often can be corrected by prompt action. ['The unit does well those things the boss checks.' - Gen. Bruce C. Clarke]

B. ORGANIZATIONAL ELEMENTS

- 1. Flotilla Commander - Duties of the FC include the following:
 - a. Planning - The following are steps in planning.
 - 1) Recognize the need for a plan.
 - 2) Define the goal to be accomplished.
 - 3) Gather available information on the subject.
 - 4) Analyze the data gathered.
 - 5) Develop the plan to accomplish the goal.
 - 6) Coordinate with those involved or affected by the plan.
 - 7) Put the plan in action.

- 8) Evaluate the plan – Going OK? Update and correct the plan if necessary. When completed, did it accomplish the job?
 - 9) Record lessons learned for the future.
- b. Organizing the effort. - Keep the various elements pointed toward the intended objective.
 - c. Staffing. - Appointing members to assist in the mission accomplishment. Staff officers are responsible to the FC. Their authority is limited to their appointed area e.g., Vessel Examinations, Operations, Public Education, etc.
 - d. Coordination and direction. - While directing the efforts of the members, the FC must insure that various elements are aware of the directions given to others that affect their areas. This is to ensure that everyone is working in the same direction.
 - e. Reporting - The activities of the flotilla must be reported in a timely manner. This is necessary so the contribution of the Auxiliary can be properly evaluated by the Coast Guard and the Congress. Individual activities should also be reported and rewarded.
 - f. Budgeting - It is the responsibility of each Flotilla Commander to prepare a budget. This process is explained in Chapter 1, Appendix 1-C.

2. Staff Officers

- a. Duties - The staff is to assist the FC, VFC and members to carry out the flotilla missions. The detailed duties of the staff are listed in Ch. 5.
- b. Operation - The staff works for the Flotilla Commander. The VFC acts as the Chief of Staff (The individual that coordinates the efforts of the staff for the Flotilla Commander). Auxiliary staffs at all levels work on the concept of 'Parallel Staffing'. Essentially this means that the Flotilla Staff deals directly with the Division Staff. This is not done in a vacuum. The VFC and/or FC is kept informed of the substance of the information exchange. By the same token when a Division Staff Officer contacts a Flotilla Staff Officer information is provided to the VCP or DCP.

C. LEADERSHIP, SUCCESS AND MOTIVATION

1. Success -- Successful Flotilla Commanders will
 - a. Exercise authority through the use of ideas.

- b. Remember that the flotilla accomplishments will make the FC look good. (It is the people in the organization, not the organization, that get the job done.)
 - c. Lead by example and provide the membership with the leadership they expect.
 - d. Not try to do it all. Give others the opportunity to learn and serve.
 - e. Put personal ego aside and complement the achievements of others.
 - f. Know the strengths and weaknesses of the members. Assign tasks to take advantage of the strengths and improve the weaknesses.
 - g. Accept the responsibility for the position and find rewards in helping others grow.
 - h. Keep their word. Once lost, confidence is seldom regained.
2. Motivation -- "That which determines the choice or moves the will"
- a. Do not confuse attitude and motivation. An individual may have a poor attitude toward the organization or an individual leader, yet do a first-class job. These individuals are motivated to do a good job no matter what their attitude may be. The opposite of this individual is the one that loves everybody and the organization, but is not motivated to produce anything. This is probably the 'joiner' who likes the fellowship and the distinction of being an Auxiliarist. Which one is going to challenge the FC the most? The Flotilla Commander will be challenged to find out what "hot button" will turn on the joiner's motivation button. Once this hot button is found the benefits to the Flotilla, the member and the FC will be rewarding.
 - b. The most effective way to motivate someone is by filling a personal need. People have a need to feel important. They need to feel that the effort they are expending is important and they are doing well. Their reward is recognition. The members want to be recognized for their contributions. Be sure to provide recognition for the jobs that are done well.
 - c. Some of the problems that may discourage or kill member motivation are:
 - 1) The goal was not made clear. They want to do the job but aren't quite sure what is to be accomplished.
 - 2) There is an obstacle that cannot be overcome alone but no help is provided.
 - 3) Reluctance to discuss problems that may develop. 'Might make me look bad'.
 - 4) 'So what' attitude. Nobody ever gets recognized for what they do anyway so why get excited.

- 5) Obstacles to performance. Frustration brought on by: Lack of skill or confidence; No clear leadership; Unrealistic and/or conflicting directions from the leader; Poor planning and constant bottlenecks.
 - 6) Obstacles to achievement. Lack of satisfaction due to: Dislike for the job (boring, routine, no end in sight); Lack of an understanding for the importance of the job; Rewards are not consistent for like accomplishments; Does not respect the leader, so why work. (This could be linked to lack of understanding of importance of the job).
- d. Motivation cannot be demanded it must be grown and nurtured. Assist the member in removing the motivational block or obstacle and they will blossom. Be careful in the removal, stay objective and keep the mood relaxed so the member doesn't close up for good and wither on the flotilla vine. Auxiliarists are human with human needs. Handle them correctly and they will surprise you with their accomplishments.

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